SYNOPSIS ON "COMPARATIVE STUDY ON POWER UTILITIES OF MAHARASHTRA STATE ELECTRCITY TRANSMISSION COMPANY LIMITED (MAHA TRANSCO) AND TRANSMISSION CORPORATION OF TELANGANA STATE LIMTED (TS TRANSCO) ON CHANGE MANAGEMENT PRACTICES"

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INTRODUCTION

Change Management refers to any approach to transitioning individuals, teams, and organization using methods intended to re- direct the use of resources, business process, budget allocations or other mode of operation that significantly reshape a company or organization.

Change Management is the process, tools and techniques to manage the people side of change to achieve the required business outcome. Change Management incorporates the organization tools that can be utilized to help individuals make successful personal transactions resulting in the adoption and realization of change.

The term **"CHANGE"** implies to differ from any of the existing…..

1…Goals

2…Boundaries and

3…Pattern of activities of an organization

These three aspects are interconnected; change in any of these aspects may also change the other two aspects.

In a very general sense change can be defined as "To make or become different, give or begin to have different".

Change management involves changing routines in an organization. These routines are embedded in people's heads as mindsets or mental models. These mindsets or mental models are made up of assumptions, values and beliefs. More importantly they contain formulae or codes to guide behavior in specific situations. Since routines create and sustain stability in an organization, change management is largely about changing people's mindsets.

Though change has been coeval with human existence, the pace of change has varied in recent years. Most of the developments we see now have taken place in the last hundred years and are likely to accelerate in the new millennium.

Change has its source in the past and can be forecast into future. The present day changes have been more rapid, more complex, more turbulent and more unpredictable than even before and have affected the very foundations of human existence. It is not unsurprising that individual make a great deal of emotional investment in constancy, stability and presence.

The truth however is, organizations are changing all the time. This change may be in different forms, such as change in strategy, functions, technology, product, and services etc.

Change is an inevitable aspect of life. It is the essence of any entity that has life or whose existence finds validity in the presence of life. As change manifests itself in a variety of ways, it does not hold the same connotation across the people, situations and the contexts. Time changes, things changes, situations changes, and so do organizations.

TIMES AND RHYMES

More Information	Lesser Wisdom
More Population	More Loneliness
More Popularity	Less Personality
More Schools	Less Schooled
More Information	Less Transformation
More Rules	Lesser Order
More Communication	Less Intimacy
More Cars	More Delays
More Health Clubs	Less Health

“Change will not come if we wait for some other person or some other time. We are the ones we’ve been waiting for. We are the Change that we seek”…. Obama.

"If you don't like something, Change it. If you can't Change it, Change your Attitude"…Maya Angelou.

"Our only Security is our ability to Change"… Peter Senge

NEED FOR THE STUDY:

The study is being undertaken due to certain crucial issues involved in the scope of organizational change and it's relative importance to the present day situation. Since the competitive environment is changing fast, the organizations need to bring about the changes in their functions or processes by keeping a few valuable and non negotiable core values intact.

Many research studies have been done on organizational functioning, welfare activities etc. But studies made on organizational change management are very limited and insufficient especially when it comes to the power sector, in our Indian context. Little research has been done in India to understand aspects like change management initiatives, change management programmer, management value system etc. in power sector.

Systematic effort is not made so far to study the strategies of change management in Indian Power Sector. In this connection, it is strongly felt that there is a need for research and study of this nature has been carrying out to understand the various aspects of organizational change management strategies with title "Change Management Practices in Indian Power Sector's". A comparative study of "MAHATRANSCO and TSTRANSCO". Hence it is felt that there is need to conduct a study of this nature.

STATE WISE ELECTRICITY GENERATIONS IN INDIA

Territory	Thermal (in MW)				Nuclear (in MW)	Renewable (in MW)			Total (in MW)	% of National Total	% Renewable
	Coal	Gas	Diesel	Sub-Total Thermal		Hydel	Other Renewable	Sub-Total Renewable			
Western Region	***67,029.01***	***10,815.41***	***-***	***77,844.42***	***1,840.00***	***7,447.50***	***13,005.62***	***20,453.12***	***100,137.54***	***36.29 %***	***20.43 %***
Maharashtra	24,669.27	3,475.93	-	28,145.20	690.14	3,331.84	6,205.65	9,537.49	38,372.83	13.91 %	24.85 %
Gujarat	16,353.72	6,806.09	-	23,159.81	559.32	772.00	4,940.00	6,271.32	29,431.13	10.66 %	21.31 %
Madhya Pradesh	11,126.39	257.18	-	11,383.57	273.24	3,223.66	1,670.34	4,894.00	16,550.81	6.00 %	29.57 %
Chhattisgarh	13,193.49	-	-	13,193.49	47.52	120.00	327.18	447.18	13,688.19	4.96 %	3.27%
Goa	326.17	48.00	-	374.17	25.80	-	0.05	0.05	400.02	0.14 %	0.01%
Dadra & Nagar Haveli	44.37	27.10	-	71.47	8.46	-	-	-	79.93	0.03 %	0.00%
Daman & Diu	36.71	4.20	-	40.91	7.38	-	-	-	48.29	0.02 %	0.00%
Central - Unallocated	*1,622.35*	*196.91*	-	*1,819.26*	*228.14*	-	-	-	*2,047.40*	*0.74 %*	0.00%

Northern Region	***40.943.50***	***5,331.26***	***12.99***	***46,274.76***	***1,620.00***	***17,796.77***	***7,511.89***	***25,308.66***	***73,203.42***	***26.53%***	***34.57%***
Rajasthan	9,400.72	825.03	-	10,225.75	573.00	1,719.30	4,710.50	6,429.80	17,228.55	6.24%	37.32%
Uttar Pradesh	11,677.95	549.97	-	12,227.92	335.72	2,168.30	989.86	3,158.16	15,721.80	5.70%	20.09%
Punjab	6,444.88	288.92	-	6,733.80	208.04	3,145.13	503.42	3,648.55	10,590.38	3.84%	34.45%
Haryana	6,527.53	560.29	-	7,087.82	109.16	1,456.83	138.60	1,595.43	8,792.41	3.19%	18.15%
Delhi	5,001.87	2,366.01	-	7,367.88	122.08	822.05	34.71	856.76	8,346.72	3.03%	10.26%
Himachal Pradesh	152.02	61.88	-	213.90	34.08	3,421.51	728.91	4,150.42	4,398.40	1.59%	94.36%
Uttarakhand	399.50	69.35	-	468.85	22.28	2,441.82	244.32	2,686.14	3,177.27	1.15%	84.54%
Jammu & Kashmir	329.32	304.14	-	633.46	77.00	1,805.21	156.53	1,961.74	2,672.20	0.97%	73.41%
Chandigarh	32.54	15.32	-	47.86	8.84	62.32	5.04	67.36	124.06	0.04%	54.30%
Central - Unallocated	*977.19*	*290.35*	-	*1,267.54*	*129.80*	*754.30*	-	*754.30*	*2,151.64*	*0.78%*	*35.06%*
Southern	***30,842***	***4,962.***	***917.***	***36,722***	***2,320***	***11,39***	***15,245.***	***26,643.***	***65,685***	***23.81***	***40.56***

Region	***.50***	***78***	***48***	***.76***	***.00***	***8.03***	***11***	***14***	***.90***	***%***	***%***
Tamil Nadu	10,075.10	1,026.30	411.66	11,513.06	986.50	2,182.20	8,423.15	10,605.35	23,104.91	8.37 %	45.90 %
Karnataka	6,408.46	-	234.42	6,642.88	475.86	3,599.80	4,552.48	8,152.28	15,271.02	5.53 %	53.38 %
Andhra Pradesh	6,509.21	3,182.65	16.97	9,708.83	127.16	1,758.87	2,093.93	3,852.80	13,688.80	4.13 %	28.15 %
Telangana	5,598.47	1,697.75	19.83	7,316.05	148.62	2,012.54	62.75	2,075.29	9,539.96	3.46 %	21.75 %
Kerala	1,038.69	533.58	234.60	1,806.87	228.60	1881.50	204.05	2,085.55	4,121.02	1.49 %	50.61 %
Puducherry	249.32	32.50	-	281.82	52.78	-	0.03	0.03	334.63	0.12 %	0.01%
Central - NLC	100.17	-	-	100.17	-	-	-	-	100.17	0.04 %	0.00%
Central - Unallocated	*1,523.08*	-	-	*1,523.08*	*300.48*	-	-	-	*1,823.56*	*0.66 %*	*0.00%*
Eastern Region	***28,582.87***	***190.00***	***-***	***28,772.87***	***-***	***4,113.12***	***434.54***	***4,547.66***	***33,320.53***	***12.08 %***	***13.65 %***
West Bengal	8,083.83	100.00	-	8,183.83	-	1,248.30	131.45	1,379.75	9,563.84	3.47 %	14.43 %
Odisha	6,753.04	-	-	6,753.04	-	2,166.93	116.55	2,283.48	9,036.52	3.28 %	25.27 %
DVC	*7,160.*	*90.00*	-	*7,250.*	-	*193.2*	-	*193.26*	*7,443.*	*2.70*	*2.60%*

	66			*66*		*6*			*92*	*%*	
Bihar	3430.33	-	-	3430.33	-	129.43	114.12	243.55	3832.54	1.00 %	6.35%
Jharkhand	2,404.93	-	-	2,404.93	-	200.93	20.05	220.98	2,625.91	0.95 %	8.42%
Sikkim	92.10	-	-	92.10	-	174.27	52.11	226.38	318.48	0.12 %	71.08 %
Central - Unallocated	*1,572.07*	-	-	*1,572.07*	-	-	-	-	*1,572.07*	*0.57 %*	*0.00%*
North-Eastern Region	***310.00***	***1,662.70***	***36.00***	***2,008.70***	***-***	***1,242.00***	***262.38***	***1,504.38***	***3,513.08***	***1.27 %***	***42.82 %***
Assam	187.00	718.62	-	905.62	-	429.72	34.11	463.83	1,369.45	0.50 %	33.87 %
Tripura	18.70	538.82	-	557.52	-	62.37	21.01	83.38	640.90	0.23 %	13.01 %
Meghalaya	17.70	105.14	-	122.84	-	356.58	31.03	387.61	510.45	0.19 %	75.93 %
Arunachal Pradesh	12.35	43.06	-	55.41	-	97.57	104.64	202.21	257.62	0.09 %	78.49 %
Manipur	15.70	67.98	36.00	119.68	-	80.98	5.45	86.43	206.11	0.07 %	41.93 %
Nagaland	10.70	46.35	-	57.05	-	53.32	29.67	82.99	140.04	0.05 %	59.26 %

Mizoram	10.35	38.29	-	48.64	-	34.31	36.47	70.78	119.42	0.04 %	59.27 %
Central - Unallocated	*37.50*	*104.44*	-	*141.94*	-	*127.15*	-	*127.15*	*269.09*	*0.10 %*	*47.25 %*
Andaman & Nicobar	-	-	40.05	40.05	-	-	10.35	10.35	50.40	0.02 %	20.54 %
Lakshadweep	-	-	-	-	-	-	0.75	0.75	0.75	0.00 %	100.00 %
Islands	***-***	***-***	***40.05***	***40.05***	***-***	***-***	***11.10***	***11.10***	***51.15***	***0.02 %***	**21.70 %**
Total	***170,737.88***	***24,473.03***	***993.53***	***196,204.44***	***5,780***	***42,623.42***	***37,415.53***	***80,038.95***	***282,023.39***	***100.00%***	***28.38 %***

Other Renewable Energy Sources includes, wind, solar, tidal, biomass and urban & industrial waste power.

Source: “States of India by installed power capacity” From Wikindia, the free encyclopedia.

SCOPE OF THE STUDY:

The Scope of any phenomenon or variable or concept is very wide and encompasses number of aspects to make it boundary less. The concept of change has many connotations and perspectives. It is very difficult to study the practice of the concept from various dimensions due to the inability of any researcher and constraints of time and resource, etc. The scope of the present study, hence covers various aspects of organizational change management such as appreciating change, mobilizing support, executing change, building change capability, value based change etc. These issues are observed in two transmission utilities i.e. MHEPTCL and TSTRANSCO and will be covered in detail during the study.

OBJECTIVES OF THE STUDY:

1. To study and understand the change management and its influence and impact on the organization culture, vision and value system in MAHA TRANSCO & TSTRANSCO
2. To study the organization set-up/ structure and job description of Top level cadre, Middle Level Cadre and Lower Level cadre.
3. To study the Recruitment mode of various Cadres, HR packages, Training modules of employees and benefits like Medical, Accidental, Insurance of the both the TRANSCOs.
4. To study best practices in both TRANSCOs
5. To study the service Regulations of both the TRANSCOs
6. To analyze critically the working environment in selected organizations.
7. To conclude and to suggest for effective management of change based on analysis of responses and views collected.

REVIEW OF LITERATURE

Attempted to present with the available literature on organization Change, Management of change etc. Many academicians of faculties performed research, contributing to the concept of organization change and change management. Some of the studies are based on international perspective and others were from national perspective.

Glenn Llopia :

Change Management is in full- force across all individuals, yet many leaders are unprepared to act upon the requirements for change to avoid business disruption.

For many organizations, begins at the top and this means that leadership across all levels- must have absolute clarity in purpose and focus; there must be alignment in strategic philosophy and goals.

Unfortunately, many organizations are slow to change as the internal politics makes difficult to reach consensus across all levels of leadership- even when the necessity for change is urgent. This is why many companies unknowingly lose moment rum as they fail to change fast enough- allowing the marketplace and competitors to pass them by. The result: valuable time is misspent, resources applied and money invested without the required outcomes to stay competitive, keep clients satisfied and employees engaged.

Richard Newton:

In the book of "Financial Times Briefings Change Management the Author writes….

There are two main dimensions to every change: the human dimension dealing with the responses of individuals and the dimension ensuring the change is compatible with the operations.

There are a variety of changes in terms of scope and approach. Change requires a combination of creating deliverables which enable the change and change management activities to encourage the change to occur.

The ideal outcomes from a change are….

….deliverable designed so they are compatible with those parts of operations which are not changing: the right change, implemented in the right way at the right time.

….that the change is supported, or at least accepted, by sufficient stakeholders affected by the change.

….that the risks from change (or every component of change) are understood and appropriate mitigating activities are put in place.

There are eight building blocks in Change: Recognized need, Mandate, Direction, Approach, Complete Scope, Resources and Willingness to Change, Monitoring and Intervention.

JOHN P.KOTTER:

Collected from HBR's 10 Must Read Book "On Change Management"

(Harward Business Review)

The most general lesson to be learned from the more successful cases is that the Change process goes through a series of phases that, in total, usually require a considerable length of time. Skipping steps creates only the illusion of speed and never produces a satisfying result. A second very general lesson is that critical mistakes in any of the phases can have a devastating impact make at least, slowing momentum and negating hard-own gains. Perhaps because we have relatively little experience in renewing organizations, even very capable people often make at least one big error.

EIGHT STEPS TO TRANSFORMING/ CHANGING ORGANIZATION:

STEP # 1: Establishing a sense of urgency:

examining market and competitive realities

#identifying and discussing crises, potential crises, or major opportunities

STEP # 2: FORMING A POWERFUL GUIDING COALITION:

assembling a group with enough power to lead the change effort

encouraging the group to work together as a team

STEP # 3: CREATING A VISION

creating a vision to help direct the change effort

developing strategies for achieving that vision

STEP # 4: COMMUNICATING THE VISION

using every vehicle possible to communicate the new vision and strategies

teaching new behaviors by the example of the guiding coalition

STEP #5: EMPOWERING OTHERS TO ACT ON THE VISION

getting rid of obstacles to change

changing systems or structures that seriously undermine the vision

#encouraging risk taking and non traditional ideas, activities and actions

STEP #6 : PLANNING FOR AND CREATING SHORT- TERM WINS:

planning for visible performance improvements

creating those improvements

recognizing and rewarding employees involved in the improvements

STEP #7: CONSOLIDATING IMPROVEMENTS AND PRODUCING STILL MORE CHANGES:

Using increased credibility to change systems , structures and policies that don't fit the vision

hiring, promoting and developing employees who can implement the vision

reinvigorating the process with new projects, themes and change agents

STEP # 8: INSTITUTIONALIZING NEW APPROACHES:

articulating the connections between the new behaviours and corporate success

#developing the means to ensure leadership development and succession.

Michel Beer, Russel A.Eisenstat and Bert Spector:

Book: Why Change Programs Don't Produce Change

Six Steps to Effective Change:

…COMMITMENT

…COORDINATION &

…COMPETENCE

The sequence of steps is important because activities appropriate at one time are often counterproductive if started too early. Timing is everything in the Management of Change.

#1.Mobilize commitment to change through joint diagnosis of business problems

#2.Develop a shared vision of how to organize and manage for competitiveness

#3.Foster consensus for the new vision, competence to enact it, and cohesion to move it along.

#4.Spread revitalization to all departments without pushing it from the top

#5.Institutionalize revitalization through formal policies, systems and structures.

#6.Monitor and adjust strategies in response to problems in the revitalization process.

C.S.V.Murthy

Book: Change Management

"People don't resist to Change. They resist being changed!"..Peter Senge

Why do people resist to Change?

This is for three reasons:

Uncertainty (Substitute ambiguity and uncertainty for the known)

Concern over personal loss (Fear of losing something already possessed)

The belief that the change is not in the organization's best interest

(Incompatible with the goals)

TECHNIQUES FOR REDUCING RESISTANCE:

1. Education and Communication: Communicate with employees to help them to see the logic of a change. Source of resistance steps from misinformation or poor communication.

2. Participation: Individuals who participate find it difficult to resist a change decision

3. Facilitation and Support: Change agents can offer a range of supportive efforts to reduce resistance to subside their fear and anxiety like employee counselling and therapy, new skills training, short paid leave of absence (might facilitate adjustment)

4. Negotiation: Exchange something of value for a reduction in the resistance. If the resistance is centred in a few powerful individuals, a specific reward package can be negotiated to meet their individual needs. It is a tactic necessary when it comes from powerful source such as union.

5. Manipulation and cooptation: Manipulation is to convert attempts to influence (Twisting and distorting facts to make them appear more attractive). Cooptation is a form of both manipulation and participation (To buy off the leaders of a resistance group by giving them a key role in change management)

JickTodd:

Jick Todd mentioned the following pitfalls generally that take place in implementation of change.

- Implementation takes more time than originally allocated

- Major problems surface during the implementation.
- Coordination of implementation of activities are not effective enough.
- Competeting activities and crisis detract attention from implementation.
- Capabilities and skills of employees involved in implementation were not sufficient.
- Training and instructions given to lower level employees were not adequate.
- Uncontrollable factors in the environment have an adverse impact on implementation.

V. Nilkant and S. Ramnarayan:

The authors say that although change can be initiated from inside the organization, through power struggles and political conflicts, important changes are triggered off by the environment.

The contingency perspective demands that organizational structures be compatible with the demands of the environment. Uncertain and dynamic environment require fluid structures with less hierarchy, specialization, more team works and delegation of authority.

The resource dependence perspective argues for developing strategies to reduce dependence and increase control over the environment.

The population ecology perspective cautions against complacency and warns us about overestimating the organizations ability to change. It also asks us to examine the ecological niche in which the organization operates in order to assess its sustainability. The institutional perspective draws our attention to the importance of demands from the environment. It suggests that organizations learn from one another, through professionalization and by complying with pressures from the market.

The Authors are suggested the following seven steps to successful change

Step l - Assemble a change management team
Step 2 - Establish new direction for the organization
Step 3 - Prepare the organization for change
Step 4 - Set up change teams to implement change
Step 5 - Align structure, systems and resources to support change
Step 6 - Identify and remove roadblocks to change
Step 7 - Absorb changes into the culture of the organization.

Shiv khera:

Shiv khera in his book "You can win" writes that loyalties cannot be brought, they can only be earned. And to whom do we owe loyalties? Is it to individuals or organizations? The answers is none of them. We owe loyalties to values. Where the value system is conflicting, people cannot live in the same home or work in the same organization.

When a person makes a commitment of loyalty to either an individual or an organization, what is he really saying? He is saying "I stand by you because I believe in what you believe in."

What if the person I am committed to become a drug dealer or a spy for an enemy country? Do I continue my support because I committed earlier? Absolutely not.

I am not committed to support unethical and illegal behaviour. Commitment not kept will lead to:

i). Poor relationships.
ii). High stress levels.
iii). Guilt
iv). Isolation.
v). Depression
vi). Broken homes.
vii). Abandoned children.
viii).Unfulfilled life.

Make a commitment and stay committed.

But circumstances are not excuses, for making bad choices. Values and ethics are not just designed for good times, but also to got you through bad times. They are like the laws of the land – you need them when circumstances are good, but they are more valuable to protect you from the bad.

Being a nice person is not the same thing as being a good and ethical person. A person can be socially nice yet be a cheater and a liar. That makes him nice but unethical. However, niceness reflects social acceptability. Nice does not mean good.

Unfortunately, many of our choices today seem to be based on.

1. Our desire for convenience, comfort and pleasure.
2. Our feeling – the criteria are to feel good rather than to what are responsible.
3. Social fads and ads–the philosophy that everyone else is doing it, so why shouldn't I?

Our standard of ethics is revealed by the advisors we hire, the supplies we chose, the buyers we deal with, as much as how we spend our leisure time.

Opinion may vary from culture to culture. But values such as fairness. Justice, integrity and commitment are universal and eternal. They have nothing to do with culture. Never has there been a time when a society has not respected courage over cowardice.

Ethics and Justice involve the following:

i). Empathy.

ii). Fairness.

iii). Compassion for injured, the ill and the aged.

iv). The larger interest of the society.

Just because a majority of people agree on something does not make it right. If the citizens of a country voted to disenfranchise all blue eyed people that does not make it right. Basic ethics are pretty universal. Just as freedom without discipline leads to destruction, society without a set of principles destroys itself. If values are so subjective all criminals should be in jail.

A society becomes good or bad, based on the ethical values of individuals, and what gives a society its strength is underlying ethical values.

RESEARCH METHODOLOGY:

In Accordance with the objectives mentioned a close study has to carry out in Power Sector Industry by selecting organizations viz., MAHATRANSCO and TSTRANSCO by following the aspects of research methodology.

RESEARCH APPROACH:

The study will be conducted by a system of procedure and techniques of analysis applied to quantitative data. Analysis is nothing but critical examination of the assembled and grouped data for studying the characteristics of the object under study. Data will be collected and analyzed statistically in order to predict or make inferences about situations that have not been measured in full. The study is based on convictions and beliefs of the employees and such feelings at best are presented in words. The findings of the study are measurable and presented in figures.

The research will be based on two phases

At first review of available literature on the subject of change management will take up to gain preliminary orientation, background knowledge and to update the knowledge. From the review, information relevant to study will extract and the concept of change management and its effect on organization culture, vision, value system, employees work life etc., are to be identified.

Secondly in order to focus on the changes initiated in the power Industry, a survey has to conduct in selected companies of power sector, i.e. in MAHATRANSCO and TSTRANSCO. The survey will be conducted by means of structured questionnaire. In addition to describing the above activities, this research includes analysis of the survey responses, and discussion in the light of the literature, leading to conclusions and suggestions.

HYPOTHESES OF THE STUDY:

H1. There is a high of the organization set-up/ Structure, Culture, Vision and Value system of MAHATRANSCO & TSTRANSCO in Change Management.

H2.There is a high Impact on the Management style and Communication of the sample organizations viz., MAHATRANSCO & TSTRANSCO in Change Management.

H3.There is a high correlation between Training & Development to sharpen the skills and abilities of the employees of MAHATRANSCO & TSTRANSCO and success in Change Management.

H4. Change Management techniques have no impact on the Quality of Employees Work life of the MAHATRANSCO & TSTRANSCO

DATA COLLECTION:

The data has to be collected in three ways

i) From the documents & particular records of the sample corporations

ii) Through interviews/questionnaire of employees and customers.

iii) By means of observations.

1.PRIMARY DATA: A more structured questionnaire has to be used in this study. Structured questions take the form of a questionnaire where the respondents will ask to fill out a form on how they perceived the various aspects from MAHA TRANSCO and TSTRANSCO.

The use of multiple sources, interviews, questionnaires, and documents give the opportunity to obtain multiple measures on same phenomenon, which will add to the validity of any scientific research.

Questionnaire has to be divided into two parts. Part I is designed to collect personal profile of the respondents such as age, sex, designation, educational qualifications, experience etc.

2.SECONDARY DATA: Detailed literature review should be done by eliciting the information, Data from the libraries of TRANSCOs from PLANNING DEPARTMENTS , Internet and Government reports from the both States.

1. PRIMARY DATA

A.CONSULTATION WITH TRANSCOs : The data has to be collected from the Planning Department which will give the statistical information for analysis.

i).Questionnaire from Top Level Officers:

ii).Questionnaire from middle level Employees.

B.FIELD VISIT WITH THE VARIOUS CADRE EMPLOYEES: Interacting with the various cadre employees and taking their opinions in oral and preparing the structured questionnaire for getting information.

2. SECONDARY DATA

A.DESK RESEARCH AND SECONDARY INFORMATION :

Data has to be collected from the various sources like Internet, Documents and press with the available records.

DATA ANALYSIS TOOLS:

Use of statistical methods like Correlation, Chi-square, T-Test, ANOVA etc.,

SAMPLING DESIGN:

The population is subdivided into two homogeneous groups, i.e. one group is from Engineering services and the other group is from Accounts, Personnel & General services. And from each group random sampling will take and analyze with different aspects. Though this method is expensive in time and money, it's greater efficiency may offshoot the additional cost.

The reason for selecting the respondents from the groups is that these employees can understand and grasp the effect of change management initiatives and can respond to the questionnaire rationally and properly as they are educationally well qualified i.e., having studied graduation or post graduation.

Employees of Construction, Operation & Maintenance, and office subordinates can be considered from collecting opinions by oral questionnaire as most of them have either intermediate, ITI or S.S.C qualifications.

ELICITING EMPLOYEES' OPINIONS FOR THE STUDY (FORMAT):

There are 10 cadres with the following number of employees :

Type of employees	Total No of employees in MAHA TRANSCO	Total No of employees in TSTRANSCO
Engineering Services and other cadre	15271	4920 (As per 2013 Data)

Source: Data has to collect from the documents of MAHATRANSCO & TSTRANSCO
Sample of atleast10 % will be chosen from different five cadres.

LIMITATIONS OF THE STUDY

This study is confined to the Power Industry in MAHA TRANSCO and TSTRANSCO, (because the change initiatives were taken place in these two states as they were Electricity Boards).

MAHA TRANSCO founded on 6th June, 2005 and it was incorporated under the Companies Act, after restructuring the erstwhile Maharashtra State Electricity Board to transmit electricity from its point of Generation to its point of Distribution.

TS TRANSCO founded on 2nd June, 2014 and it was incorporated under the Companies Act, 2013, on 19 May, 2014 in view of formation of Telangana separate state from Andhra Pradesh.

The study is aimed at bringing out quantitative and qualitative aspects into greater focus. The opinions of the employees' have to collect through interactions, and through recording of one's personal feelings and experiences. The findings of this research may not be generalized to the power sector as a whole, as the structure and culture are unique and different.

A. GEOGRAPHICAL: Study will be based on the Zones.

B. PERIOD: Minimum 5 years from 2014-2020.

C. LITERATURE: Notes and Data should collect from various sources from Internet, Press and TRANSCO Planning sections

CHAPTER PLAN:

CHAPTER 1: INTRODUCTION: This chapter describes the meaning of change, types of change, Culture and change.

CHAPTER 2: RESEARCH DESIGN: Review of the literature, Objectives of the study methodology, sampling design, design of the study and limitations of the study.

CHAPTER 3: HISTORY AND GROWTH OF POWER INDUSTRY: A statistical and historical growth of the Power sector Industry can be analyzed.

CHAPTER 4: Job description of various level of employees

CHAPTER 5: IMPACT AND IMPLICATIONS OF CHANGE: It is very important aspect for this research to interpret various stages of implementation of change in the TRANSCOs which may help for planning , execution and building better practices**.**

CHAPTER 6: ANALYSIS: Focused on appreciation of change, factors and facts that may lead to change in the existing organization structure.

CHAPTER 7: SUGGESTIONS AND CONCLUSION: Based on Research and analytical study suggestions and recommendations can be made for effective and remedial measures for implementation of CHANGE MANAGEMENT in both TRANSCOs.